

DoD Architects' Competency Framework

Con Kenney
DoD EA Conference
April 30, 2012



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1. REPORT DATE 30 APR 2012		2. REPORT TYPE		3. DATES COVE 00-00-2012	ERED 2 to 00-00-2012	
4. TITLE AND SUBTITLE				5a. CONTRACT	NUMBER	
DoD Architects' Competency Framework			5b. GRANT NUMBER			
				5c. PROGRAM ELEMENT NUMBER		
6. AUTHOR(S)				5d. PROJECT NUMBER		
			5e. TASK NUMBER			
			5f. WORK UNIT NUMBER			
	ZATION NAME(S) AND AD I niversity,Fort McN	` '		8. PERFORMING REPORT NUMB	G ORGANIZATION ER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)		
			11. SPONSOR/MONITOR'S REPORT NUMBER(S)			
12. DISTRIBUTION/AVAIL Approved for publ	LABILITY STATEMENT ic release; distributi	on unlimited				
13. SUPPLEMENTARY NO Presented at the 20	otes 012 DoD Enterprise	Architecture. MIAN	MI, FL, APRIL 3	0 - MAY 3, 2	012	
14. ABSTRACT						
15. SUBJECT TERMS						
16. SECURITY CLASSIFICATION OF: 17			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON	
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified	Same as Report (SAR)	56	RESECUTSIBLE FERSON	

Report Documentation Page

Form Approved OMB No. 0704-0188

Agenda

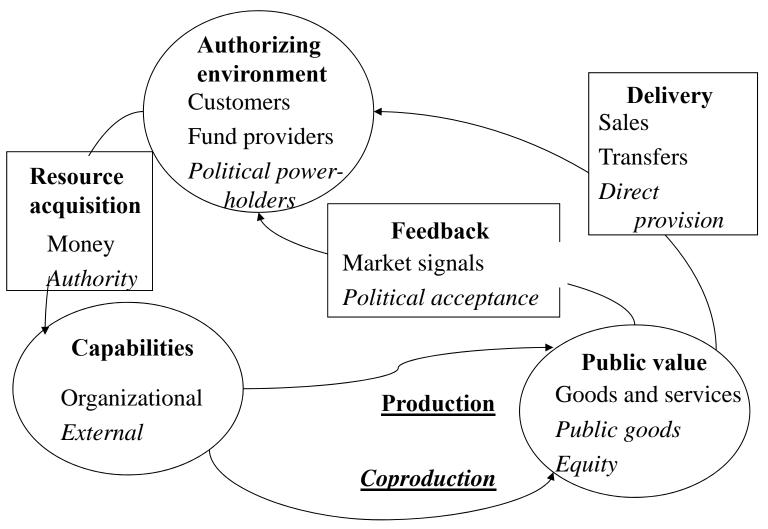
- Public Value, Decision-making, and the Benefits of Enterprise Architecture
- Maturity of Enterprise Architecture in Knowledge Terms
- > Steps to Increase Maturity of Enterprise Architecture
- > DoD Architects' Competency Framework
- National Defense University iCollege EA Offerings



Public Value, Decision-making, and the Benefits of Enterprise Architecture



How Government Agencies Create Stakeholder Value



Source: Model of Co-production by John Alford from IT Governance by Weill and Ross



Agencies Choose Mixes of Strategies

General Decision Strategy

> Top-line Value Strategies

- Create New Offering
- Change Existing Offering
- Establish New Customer,
 Beneficiary, or Partner for Existing
 Offering

➤ Bottom-line Value Strategies

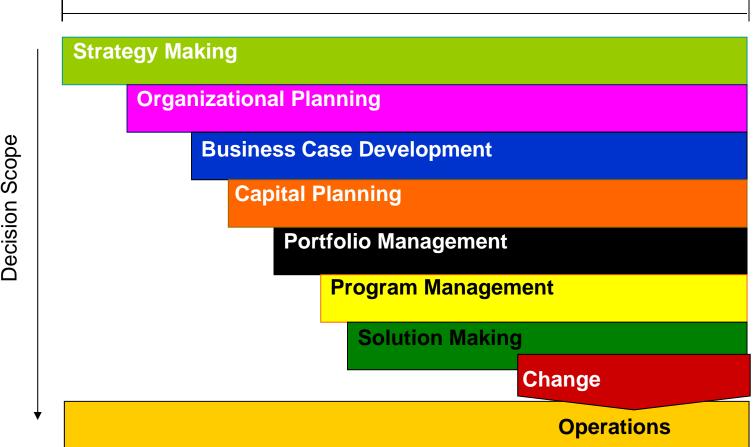
- Reduce Cycle Time
- Reduce Time to Market
- Reduce Lifecycle Cost
 - Fewer Inputs
 - Less Costly Inputs
 - Less Waste

Increase Success Rate

Decrease Failure Rate

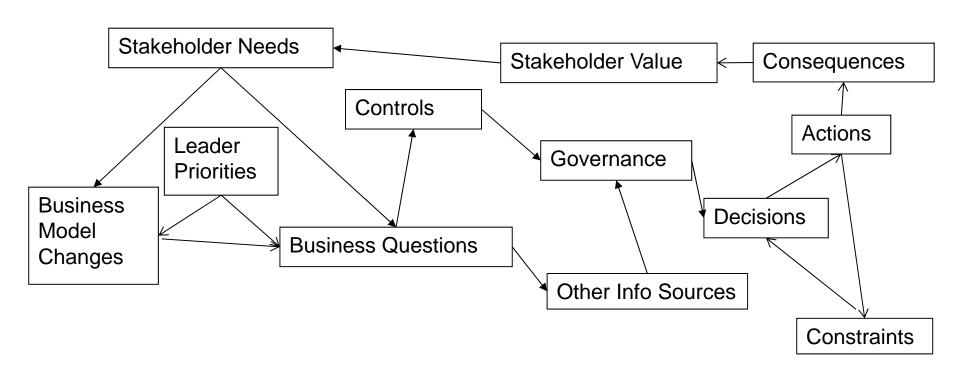


Decision Lifecycle





Public Value and Decision-Making





The problem is that there are too many strategic options for the agency resources available.

Decision-makers must choose which strategies should be allocated agency resources and lack information to do so.



Decision-makers Use Information from Many Different Sources

Information Domains	Sources	Examples
Strategic	Congress, President, Agency Head, Senior Leaders, Partners	Authorization, Appropriations, Directives, Stakeholder Feedback
Political & Competitive	Office of Management and Budget, Other Agencies, Partners, Other Stakeholders	Budget and Management Guidance, Stakeholder Feedback
Financial	Chief Financial Officer, Office of Management and Budget, Congress	Budget and Passback, Financial Reports, Financial Controls
Operational	Mission/Lines of Business, Staff Offices, Chief Financial Officer, Chief Information Officer	Business Plans, Program Charters, Business Processes, Information Packages, OPS Controls
Technical	CIO, CISO, Program Managers, IT Managers	Configurations, standards, IT assets, Tech Controls



Decision-makers Depend on Different Types of Information

- > Facts
- > Intentions
- > Impressions
- > Narratives
- Constraints



Constraints are Really Important to Decision-makers

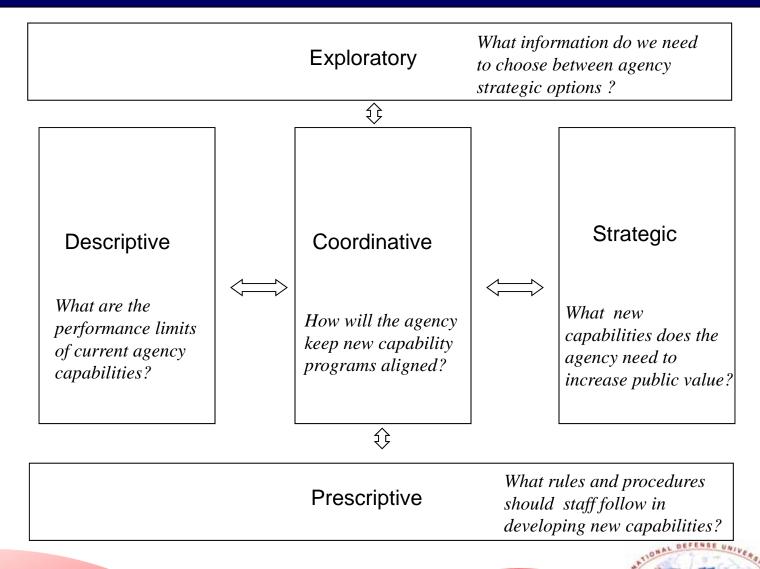
- A decision option that violates a binding constraint is infeasible
- > A decision option is much more likely to fail if it violates one or more non-binding constraints
- Earlier decisions impose constraints on current decision situations
- Agencies cannot go back and remake decisions the time is past and the money is spent



Why Decision-Makers Need EA Now

- > For US businesses, 50% of all capital expenditure goes to information and communications technology (ICTs)
- ➤ For knowledge-centered organizations like agencies, the percentage of capital expenditures for ICTs is even higher; up to 80% of effort is supported by ICTs
- ➤ As agency dependence on ICTs has increased over the past thirty years, constraints relating to ICTs have had ever greater impact on decision options
- ➤ EA captures operational and technical constraints, including information on ICTs, and integrates them with information from the strategic, political/competitive, and financial domains

EA Helps Answer Some Key Business Questions



EA Benefits

Type of Benefit	Decision Context	Examples
Lower information search cost	All	Constraints limiting decision options
Lower compliance cost	All except Strategy Making	Strategic goal alignment, accurate Exhibit 300
Lower non-compliance cost	Program Management, Solution Making	IT Standards Enforcement
Less unnecessary and/or redundant IT investment	Organizational Planning, Portfolio Management, Program Management, Solution Making	Lower integration and testing effort, Smaller project scope
Greater reuse of organizational capabilities, assets, resources, and effort	All	Shared services, enterprise infrastructure

Also Regulations and Guidance Require Many Agencies to Develop and Use EA

- > Clinger-Cohen Act
- E-Government Act
- > 2005 Defense Authorization Act
- > 2010 Intelligence Authorization Act
- Office of Management and Budget Circulars A-11 and A-130



Maturity of Enterprise Architecture in Knowledge Terms



Example of Nature of Source of Duration Cause of Undertaking Actor Knowledge of Use Outcome

T-Groups Huckster Individual Experience 2-4 years Discredited



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Example of Undertaking	Nature of Actor	Source of Knowledge	Duration of Use	Cause of Outcome	
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BPR	True Believ	er Promising Cases	5-10 years	Fatal Flaw	



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Medicine Educator Trusted Standards Generations Codified



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Statistics Specialist Accepted Methodology Decades Useful for Research

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EA – Where Do You Think We Are Now?

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As Is EA - Good Idea?

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Statistics	Specialist	Accepted Methodology	y Decades	Useful for Research
Medicine	Educator	Trusted Standards	Generation	s Codified
Astronomy	Scientist	Repeatable Experimer	nts Centuries	s Verified



To Be EA - Discipline?

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What's the Transition Strategy for EA?

- My sense is that EA has passed beyond being a management fad but has not achieved the status of a practice such as entrepreneurship studies
- > I love doing EA, but I'm concerned about its longevity
 - Absent standards
 - Aging practitioners
 - Stalling momentum
 - Funder fatigue
- We need to codify the EA practice and train a new generation of practitioners
- We also need to fund and conduct EA research to inform education and training of architects



Steps to Increase Maturity of Enterprise Architecture



- ➤ According to Ross and Weill: "Top-performing enterprises had more than 20% higher profits than similar firms without governance and Enterprise Architecture."
- ➤ However, there are high barriers to EA becoming a trusted part of management
 - Difficulty in measuring contribution of EA, much less ROI
 - Process not repeatable, partly due to multiple frameworks, methodologies, and tools
 - Absence of standards for evaluating the quality of an EA or an EA practitioner

Hallmarks of Enduring Practices and Professions

- > Valuable, consistent, repeatable offerings
- Established standards, frameworks, models, and competencies
- Certification of education and training programs and providers
- Certification of practitioners at different levels of proficiency
- > Liability for incompetent practice
- Formal licensure



Steps to Increase the Maturity of EA

- > Identity: new ideas about ourselves and what we do
- Value Proposition: new applications of EA practices
- > Research: deeper understanding of our discipline
- Frameworks, Methodologies, and Tools: better support for new identities, value propositions, roles, and knowledge
- Practitioner Development: investments in ourselves and our successors



- > In my opinion most enterprise architects have defined their identities in terms of
 - Complying to an alphabet soup of guidance
 - Inventorying IT stuff applications, infrastructure, standards
- Our experience has lead us to some assumptions we need to question
 - Business and IT strategy is someone else's problem
 - Don't get distracted with solutions,
 - There's no opportunity in IT operations management
- If we look around, we can see opportunities to add value



Practitioner Development

- > Education, Training, and Career Development for
 - Current practitioners
 - Future practitioners
- Common competencies
- Standardized career paths and position descriptions
- > Certification by international standards authorities of
 - Education and training programs
 - Practitioner competencies



DoD Architects' Competency Framework

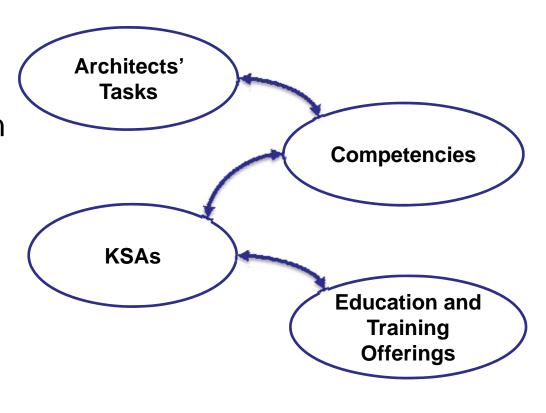


Background

- Over the past 5 years 4 working groups with members from DoD, industry, and academia have defined competencies for systems/enterprise architects
- Common Goals across Working Groups
 - Complete DoD competency standards development
 - Leverage framework for civilian agency use
 - Broadly promote and evolve the framework standards with industry
- The DoD Architects' Competency Framework will be implemented this year through the Defense Competency Assessment Tool (DCAT) for career planning and workforce development
- ➤ The DoD Architects' Competency Framework Guide is available now

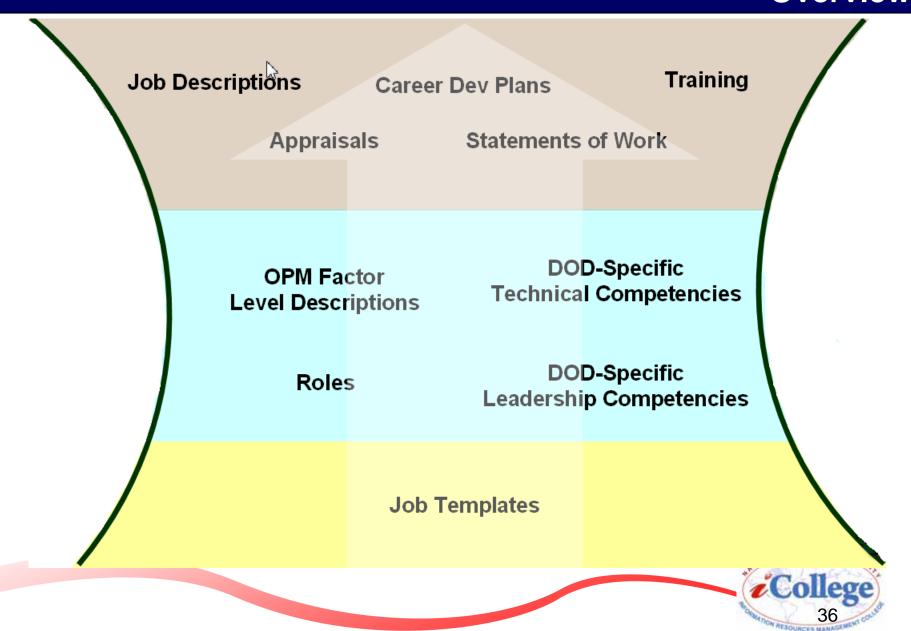
DoD Architects' Competency Framework Approach

- Identify architect tasks and required competencies
- Define competencies in terms of knowledge, skills, and abilities (KSAs)
- Test and refine the mappings with the help of EA practitioners and the academic community
- Link education and training offerings to KSAs





DOD Architects' Competency Framework Overview



Stakeholder Roles

- Employee someone who is performing or considering an EA job
- > Supervisor someone who supervises an EA practitioner
- Hiring Manager/HR Specialist someone responsible for filling a position for an EA job
- Program Manager someone writing a statement of work for an acquisition that includes EA activities
- Education/Training Provider someone who creates and delivers offerings to help an employee acquire KSAs that support his or her professional objectives



Framework Uses and Benefits

- Career planning reduces time and effort for employee by organizing information about EA-related activities, jobs, job families, training, and experience
- Appraisal reduces time and effort for supervisor and employee by clarifying expectations
- Hiring reduces time and effort for hiring manager and HR specialist in specifying KSAs for new job descriptions
- Contracting reduces time and effort for program manager in specifying EA activities and KSAs for new acquisitions
- Educating and training reduces time and effort to develop a instructional program for architects



DoD Architects' Competencies (11 of 86, Technical)

Acquisition Process: Knowledge of DoD lifecycle acquisition program milestones, policies, procedures,	N		2
and processes (e.g., Analysis of Alternatives (AoA), Capabilities Based Assessment (CBA)).	٧		٧
Architecture Frameworks: Knowledge of the current Department of Defense Architecture Framework			
(DoDAF) and other architecture frameworks to include an understanding of the foundational framework			
for developing and representing architecture descriptions that ensure a common denominator for	$\sqrt{}$		$\sqrt{}$
understanding, comparing, and integrating architectures across organizational, Joint, and multinational			
boundaries.			
Capacity Management: Knowledge of the principles and methods for monitoring, estimating, or			
reporting performance and capability of information systems/components.			
Capital Planning and Investment Control: Knowledge of the principles and methods of capital			
investment analysis or business case analysis, including return on investment analysis and portfolio			
management.			
Configuration Management: Knowledge of the principles and methods for planning or managing the	V		2
implementation, update, or integration of systems components.	٧		٧
Contracting/ Procurement: Knowledge of various types of contracts, techniques or requirements (e.g.,			
firm fixed price, cost plus award fee, Federal Acquisitions Regulations).			
Cost Benefit Analysis: Knowledge of the principles and methods of cost benefit analysis, including the			
time, value of money, present value concepts, and quantifying tangible and intangible benefits.			
Current Infrastructure: Knowledge of current Global Information Grid (GIG) and organizational	2/		2
infrastructure elements and how they impact implementation plans.	٧		V
Data Management: Knowledge of the principles, procedures, and tools of data management, such as			
modeling techniques, data backup, data recovery, data dictionaries, data warehousing, data mining, data	\checkmark		$\sqrt{}$
disposal, and data standardization processes.			
Database Management Systems: Knowledge of the uses of database management systems and software			
to control the organization, storage, retrieval, security, and integrity of data.			
Enterprise Architecture: Knowledge of principles, concepts, and methods of enterprise architecture to	V	ما	.1
align strategy, plans, and systems with the mission, goals, structure, and processes of the organization.	·V	, v	V



DoD Architects' Tasks (10 of 141)

#	Task	Critical Tasks
1	Attends or participates in formal training, workshops, or seminars (e.g., classroom, on-line, or computer-based).	V
2	Searches for and extracts information (e.g., from data repositories, file servers, Internet, reports, publications).	V
3	Uses information systems to access, create, edit, print, send, retrieve, or manipulate data, files, or other information.	V
4	Conducts training sessions, classes, workshops, or seminars to develop or maintain technical proficiency.	
5	Supports policy dissemination across the organization.	V
6	Designs training courses or develops instructional materials or activities.	
7	Reviews work products of others to provide feedback.	V
8	Participates in recruitment activities for prospective employees (e.g., job fairs, college/university sponsored events, professional associations).	
9	Recommends recognition and rewards for effective or outstanding performance.	
10	Schedules work assignments to coordinate the work of team.	V

Next Steps

Develop and publish guide to DoD Architects' Framework April 30, 2012

Load DoD Architects' Framework Competencies and Tasks in DCAT

Q4FY12

Develop Proficiency Level Illustrations for Architects in DCAT

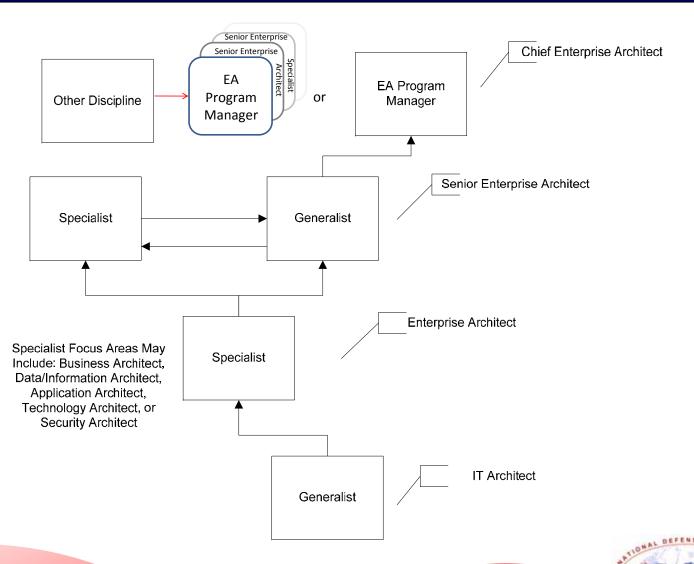
Q4FY12

Work with Scott Bernard of OMB to get feedback from the chief architects of other federal agencies

Q1FY13



Proficiency Level Illustrations Will Help Define EA Career Paths



Looking Beyond DoD

- Engaging civilian agencies
 - Department of Homeland Security
 - Department of Health and Human Services
 - Department of Interior
- > Connecting with the broader practitioner community
 - Collaboration with OMB and the Chief Architect's Forum
 - Continued EA SIG engagement
 - Federation of EA Professional Organizations (FEAPO)
- > Supporting and stimulating research
 - Penn State



National Defense University iCollege EA Offerings



NDU iCollege Offerings

- The NDU iCollege offers several programs to help architecture practitioners develop their management and leadership competencies
 - Individual courses for professional development or graduate credit
 - A 3-level EA Certificate program
 - Master's of Science in Government Information Strategic Leader with concentration in EA
- Our students come from across DoD and the federal government and include military officers and civil as well as international students and contractors
- ➤ Courses are available in a five-day classroom format or a twelveweek distance learning format. Average class size is 16 students
- There is no incremental cost for a DoD employee, but travel costs must be covered by the employee's component

Preliminary Mapping of iCollege Courses to Technical Competencies

Technical	ec.	es.	DAC	FAC.	PMA.	a SA	MOP.	90	DMS	csr	M.	er .	PFM	NO.	ac
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Specity Management: Knowledge of the principles and methods for monitoring, estimating, or reporting posferament and capability of information systems/components.															
Suphed Pleasaing and Levestmost Control: Knowledge of the principles and methods of capital investment analysis or business case analysis, including nature on investment analysis and partition management.															
Indiguration Management: Knowledge of the principles and methods for planning or managing the implementation, update, or integration of systems components.															

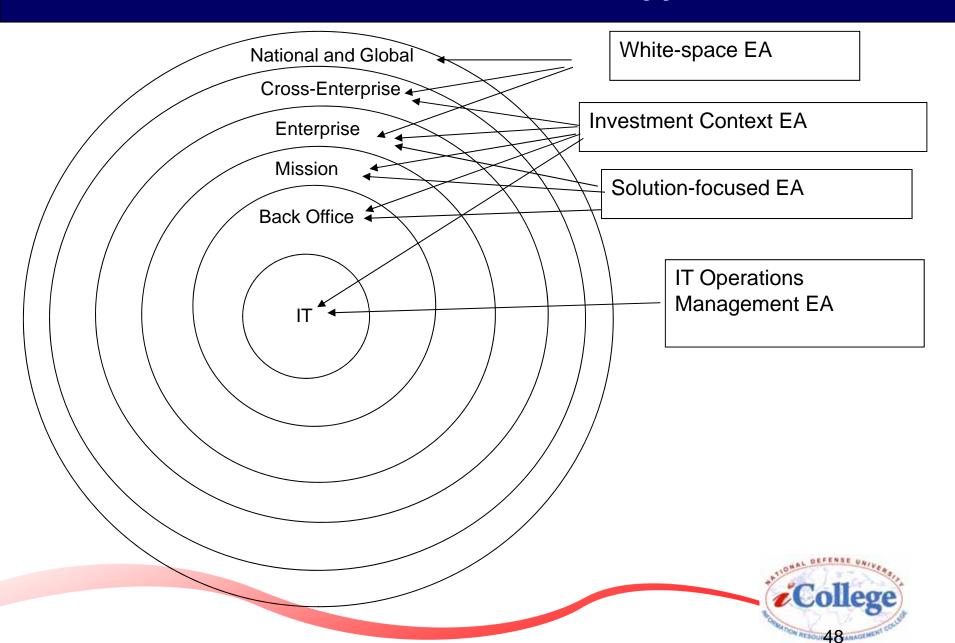
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has Management: Knowledge of the principles, procedures, and node of data transposents, each as medicing techniques, data hashing, data transvery, data declerative, data technology, data translessing, data mining, data datapoole, and data standardization processes.															
Natabase Management Systems: Knowledge of the uses of database management systems and software to control the organization, energy, newlocal, society, and integrity of data-															
Interprise Architecture: Knowledge of principles, concepts, and methods of comprise architecture to align extracy, plans, and optoms with the mission, guals, travenue, and processes of the organization.															
interprise Archivesturs Administration: Econology of and shilly to apply the principles, methods, and random for automating, developing, implementing, translucturing, or administrating EA void, duabnes systems, and other file transagement systems.															
Bardware: Kiorslodge of specifications, uses, and type of autonomed technology (for example, competens, sandline, nontro).									l						
thermation Assurance: Knowledge of methods and parameters to prosen information systems and data by assuring their availability, authentication, confidentiality, non-equalization, and integrity.															
dermation Resources Strategy and Planning's Knowledge of the principles, methods, and rechniques of information technology (IT) provenues, planning, unsurpresses, monitoring, and evaluation.															
dermation Systems Serverity: Knowledge of methods, took, and procedures, including development of information socially plane, to personst information systems valueabilities, and provide or notices socially of information systems and network services.															
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allustratures Design: Ecorbolgs of the architecture and topology of colverns, Inchesion, and networks, including LONS, WOSS, speculag systems, and subcommunications systems, their components and enceived persons and standards, and here they specus and improve with one architecture.															
Modeling and Standardow. Knowledge of modeling and simulation rooks and techniques planning and supporting test and reduction programs, characterizing opens support ductions into bring temperatures; restauring design attenuation; or supporting operatural proportions.															
Interestric Contespen. Knowledges of techniques for implementing a DelD uncount's exempt for distributing and sharing information.															
where Management: Knowledge of the operation and management of network and relocumumication systems and leided systems and periphenals.															
Operations Support: Knowledge of procedures to contra production or delivery of products and services, including train and enchanisms for distributing new or enhanced software.															
Passing, Programming, Bulgring, and Exercises (PHE) Process: Knowledge of DoD policies, procedure, and processes for expenditure of leach (e.g., appropriation, sechestration, ellocation, ellocation, ellocation, ellocation,															
Process Control: Knowledge of the principles, methods, and procedures used for the automated control of a process, including the design, development, and minimum of associated software, hardware, and systems.															
Process Improvement: Knowledge of method, metric, tools, and techniques of process improvement (for example, Business Process Rangineering, Leas Six Signa, Capability Mensity Model for Integration).															1
Product Kudhardon: Knowledge of methods for researching and analyzing external products to determine their potential for meeting organizational enactated and besidens needs.															
pusility Assurance: Knowledge of principles, methods, and took of quality assurance and quality control used to means a product fullific functional requirements and markets.															
Englivments Process: Knowledge of DnD requirements capibility pap. key professione paramete, key opens attibute, peladies, procedure, and processe is a ₂ , shirt Capability Integration Development System (ICES);															
nevertic Karobolys of the scientific principles, methods, and processes used to conduct a systematic and objective impairy, hashining early design, collection, multyris, and interpretation of date, and the experience of seachs.															
without Application Security Extending of methods, tests, and procedure used to design and held security processes into software application to procee restricted discussion or means meanity of information operation, and defined application and design and applications and applications are processed in the contract of the processes and applications are processed in the contract of the processes and applications are processed in the contract of the processes and applications are processed in the contract of the processes are processed in															
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eltrear Testing and Evaluation: Knowledge of the principles, methods, and work for analyzing and developing sultrans tost and evaluation procedures.															
paterns Engineering: Knowledge of systems outproving during and development methodologies, paradigms, tools, and metrics over the Silvysta.															
systems lategration: Knowledge of principles, methods, and procedures for learding, integrating, and optimizing information systems components.															
systems Like Cyche: Ecorelodge of openens Edwych reassegeneust concepts wed to plan, hereinig, implement, openen, mointain, and depose of information openen.															
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Backup



Opportunities for EA



EA Value Propositions

White-space EA

- Strategy-making and testing (Executive participation)
- Organizational Change (Clarity of message rated by employees)
- External Information Sharing and Collaboration (Cost of integration)

Investment Context EA

- Compliance with CPIC and EA Guidance (IT Investment Dashboard)
- Performance of IT Investments (Portfolio ROI)

Solution-focused EA

- EA-enabled Solution Lifecycle (Time to quality)
- Business process Improvement (Process cost)
- Service-enablement of information systems (Reuse)

> IT Operations Management EA

- Cost and efficiency of IT infrastructure (TCO)
- Migration to Cloud Computing Platform (Accessibility of service)
- Enterprise Software Suite Integration (% Effort for integration and testing)

Cost/Value of EA Value Propositions

Strategy-making and testing Organizational Change Information Sharing

Performance of IT Investments

Service-enablement

EA-enabled Solution Lifecycle

Enterprise Integration

Cloud Computing

Business process Improvement

IT Infra Efficiency

Compliance

Cost





> Engagement with scholars

- Describe and refine EA substance and syntax
- Identify knowledge and skills to be taught
- Establish and follow certification standards
- Develop and deliver courses
- Conduct and publish research for practitioners

> Exciting Research Topics

- Real-time information for decision-making
- What does a "good" EA look like?
- Useful new ways of describing industry and business models
- Federated governance of real-time, mission-critical process



Frameworks, Methodologies, and Tools

- Frameworks for integrating with other management disciplines
- Ways of describing sector, industry, and agency business models
- Quick turnaround and lightweight EA methods
- Creation, presentation, and management of dynamic information
- Crowd sourcing with Wiki-based EA updating
- More accessible and inexpensive modeling and simulation tools



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Engagement between scholars and practitioners

- Define the "substantive structure" conceptual linkages and research topics
- Define the "syntactic structure" validate the substantive structure through research methodology
- > Identify knowledge and skills to be taught
- Establish certification standards
- Develop curricula
- Obtain funding for research
- > Publish in refereed journals

Exciting Research Topics

- Real-time information for decision-making
- Development of an organization-specific taxonomy/ontology for sense-making
- What does a "good" EA look like?
- Underlying cognitive processes essential to EA practices
- Useful new ways of describing industry and business models
- Federated governance of real-time, mission-critical process

